



UMHQ
Jazz Aviation LP
310 Goudey Drive
Boardroom – 3rd Floor
September 14, 2023



Present for JTS: Kal Rebin, Steve Tully, Suzanne Asseff, Kris Langevin, Brad Barnes and Aswani Pathakota.

Present for Unifor: Zoltan Czipple, Josée Genois, Tim Way, Mike McFarlane, Randall White, Don Ross.

OUTSTANDING ISSUES FROM NOVEMBER 21, 2019

29) Bay 2 fall arrest system - OPEN

- Fall arrest is a budget item for next year with a target for completion by the end of January 2020.
- March 23, 2022: Bay 2 cable style fall arrest was not installed.
- The Embraer will need to be mapped to ensure that we are compliant with the Code in Bay 2.
- ACTION: Steve will work with the Safety Committee in assessing the fall restraint system.
- June 24, 2022: There is more work on mapping required to ensure we have the best fall restraint configuration. Mapping and quotes to be completed by the end of October so that an AFC can be submitted for the 2023 budget.
- December 15, 2022: The Company has been working with the company Hercules which has come on site for an assessment and we are in the process of getting quotes for Bay 1, 2 and 3. For Bay 1 we are getting quotes for tail in and nose in options as we decide the best way to place aircraft in this bay. This process is ongoing.
- May 25, 2023: Steve reported that orders are in place and the goal is to have all the fall restraint cabling done by the end of June 2023.
- **September 14, 2023: Bay 1 has been completed. Due to some supply issues we are delayed on installing the Bay 2 fall restraint cable system. Parts are forecast to arrive in two weeks with the goal of having Bay 2 completed by the end of the year.**
- **OPEN**

OUTSTANDING ISSUES FROM MARCH 23, 2022

2) Mentoring - OPEN

- Both the Union and JTS agree that there is a requirement to adhere to GMP 84 in regards to "authorized to perform the work" and assigning ACA's to employees not authorized as per the GMP.
- The Crew Chiefs assign the work, but the mentoring responsibility falls on all of the engineers. The ACAs will be required to ensure that Non-ACAs completed the job safely and correctly.
- From the top down we all need to be aware of the importance of mentoring and adherence to GMP 84
- The line trainers are trying to focus on basics like Trax, PPE, Scissor Lift, fall arrest, etc. before the new hires are on the floor.
- ACTION: Kal, Steve and Brad will review with Production Control to ensure that the manpower resources are adequate for each aircraft daily.

- ACTION: Steve will task New Business Joint Committee, (NBJC), to ensure awareness and compliance of GMP 84.
- June 24, 2022: The Company is in the process in re-writing MWP36 to expand it from a probationary focus to the full two years in a structured and continuous mentorship program. It isn't just ACAs that can mentor. Mentorship never really ends and it is the responsibility of senior people to help mentor junior people. The goal is to have the document ready by the end of August.
- December 15, 2022: MWP36 has been re-written and issued.
- The Union agreed that it was an improvement to the previous version as long as the policy process is adhered to which continues to be an issue on many days.
- ACTION: Kal will work with Brad on ensuring that the apprentice matrix system is being kept up to date so that we can identify what experience is required for each apprentice.
- May 25, 2023: Brad reported that the apprentice allocation is reviewed daily to ensure that they are distributed evenly and effectively in order to maximize mentorship. We might have to move apprentices around daily and it is also dependent on what stage a plane is in.
- An apprentice task log was started but we weren't getting the feedback required to create an apprentice matrix with the goal of helping apprentices meet all the task requirements to obtain a license.
- The Union suggested setting up a joint Union/Management apprenticeship committee to help aid in the licensing process by getting log books filled as soon as possible.
- Action: Zoltan to send out a template on Apprenticeship Committee.
- **September 14, 2023: Steve reported that in the past six weeks they have been able to fully update the Apprentice Logbook information. In order to stay updated, 10 apprentices will be scheduled every week to report any updates of their completed tasks.**
- **Crew Chiefs and Supervisors will be given access to the live document on the share drive in order to have the most current information.**
- **The Union has a draft document laying out the outline of an Apprenticeship Committee and will present it to Brad and Steve for feedback.**
- OPEN

<i>OUTSTANDING ISSUES FROM DECEMBER 15, 2022</i>

1) Company COVID Guidelines - OPEN

- The Union reports that the COVID provincial guidelines and the Jazz COVID guidelines can contradict each other.
- The Company is aware and is in discussions with the SQE group on revising the current policy.
- May 25, 2023: Steve reported that this was raised with the SQE, (Safety, Quality and Environment). There is still some contradictive information on the Jazznet. We are in the process of making changes to the Jazznet messaging where COVID is not treated differently from being sick. Everyone is expected to govern themselves accordingly as if you were sick from any other illness.
- **September 14, 2023: Scott Palmer from SQE reports that they are attempting to make the policy more generic and to avoid any contrary information. This is still ongoing.**
- OPEN

2) Crew Chief Station Ergonomics - OPEN

- The first issue is that we have an ergonomic accommodation that has not been actioned.
- ACTION: Suzan will ensure that the accommodation gets completed.
- The Union reports that there is an ongoing concern from the Crew Chiefs that the Chairs in the pods are worn out and the ergonomics are poor.

- The company Hamster was brought in to give a quote on improved equipment for the Pods. Steve reports that they are in the middle of an assessment project on evaluating the Crew Chief work load, specifically administrative tasks, which needs to be completed prior to finalizing any changes to the workstations.
- May 25, 2023: Steve reported that there is a supply issue getting chairs delivered. We have four chairs that have been distributed as samples with four more on order. JTS is looking for feedback from chair users.
- The Union reports that there seems to be a misconception from the floor that all chairs are being replaced. Only the chairs that are broken and unrepairable will be replaced.
- Zoltan stated that the Union position is that we should also have sit/stand desks because the Crew Chiefs are sitting at the desk for prolonged period of time.
- Both the Union and Management agree that being proactive is preferred, but there are many considerations that need be factored in.
- Steve stated that they are re-evaluating the Pods versus stations on the floor and are setting up a station on the floor for feedback from the Crew Chiefs so plans can be finalized for all bays.
- **September 14, 2023: Steve reported that a trial Crew Chief station was built in Bay 5, but they were not happy with the result and felt it was not adequate. Another new CC dedicated workstation will be built for trial. The final goal is to have 12 CC stations on the floor.**
- **Currently 8 of the 12 Crew Chief chairs have been replaced with new ones.**
- **The Union stated that workstation ergonomics is part of the COSH regulations can be handled as an H&S issue that needs to be expedited. Any design for these stations will need to have ergonomics in mind.**
- **OPEN**

3) Productivity Task Times - OPEN

- The Union expressed concerns over productivity Task Times memo. In the company's view the tasks are taking longer. Our Licensed to unlicensed ratio is about the same as 2019. The message makes it sound like the workers are the problem for why planes are late. The Union feels that there are many variables out of our control that is the driving factor to planes going out late. We would also like to discuss the metrics that is being used for this conclusion.
- Kal reported that the total labour cost has doubled from five years ago. Tracking is done through Trax, but budgeting is done through Kronos which captures all of the time. That shows our man-hours to turn an aircraft has exploded. Non-Routines are not controllable, but tasks and inspections should be. Open and Close should be predictable, but it is taking 70% more time and inspections are taking 74% longer over the last two years.
- The Union stated that no doubt we all want JTS to succeed. There were concerns that there are a lot of variables that could be driving this increase. Parts have been an issue, heightened awareness on quality escapes, mentorship, rig pin policy, circuit breaker lock out policy, consumable parts, effectivity issues, full maintenance manual references, along with added congestion with larger aircraft along with members being expected to be logged onto a task in Trax whether there is actual work to perform or not. With all this and more, Paperwork is taking longer and task times would have to be higher than when compared to times from 2016-2019, however we don't disagree this would not be 70%.
- Kal said that we will always have issues and we can expect creep, but not a 70% + increase in the last two years.
- The Union advised the company has reported in other communications that there are many uncontrollable issues affecting productivity, with parts and tooling availability and rework to find alternate solutions being the largest, and this is causing aircraft to exceed the planned maintenance visit. So the Union further advises using Kronos time is part of the problem and why total labour hours appear to have increased so much. Kronos time is not task time data. Aircraft are in the hangar longer due to uncontrollable issues and thus more days is more Kronos time and more hours on that check regardless if work is being performed or not and of course longer times in the hangar creates more areas when there is uncontrollable inefficiencies and downtime.

- The Company raised a couple of examples of where productivity could improve. If someone is having issues with their iPad, they should see their Crew Chief instead of spending an hour trying to figure it out on their own. It is imperative to write up Non-Routines when doing inspections, they should not be fixed on the task card, that would make the inspection that much longer and it can't be accounted for billing purposes.
- Steve said that the company is getting good feedback when the employees are asked why the card went over the expected time. For example mentoring and equipment have been contributing factors. The goal of the memo was to bring awareness to an issue that affects us all and hopefully we will find solutions.
- May 25, 2023- Steve reported that we have a lot of things to do to get caught up on the aircraft down time and improving productivity on the aircraft is part of it. We are not focusing on blame, but we need to try and help everyone have a full productive day. JTS has taken many steps listed below towards that goal and will continue to work towards it.

Company Initiatives

- Concentrated Day Shift - 80% of employees
- Ongoing Supervisor Increase with focus on Productivity (Back to 2 this week)
- Large DWG Monitor replaced and distributed through Bays
- Bay 4 Reorganization to accommodate full time 6th Line
- Work Bench Refresh
- Replacement Work Stools Added – replacing floor chairs
- Marshalling Flashlight Stations Added
- Added Nose Anchor Points added – All Bays complete
- Tail Dock removed allowing 3rd E175 and improving Bay 6 space availability
- Underutilized inefficient Oven removed freeing space
- Floor Plans in place for each Hangar Bay for: Aircraft, Equipment and Material
- Digital Panel Book implemented replacing manual Panel Book
- Easel Boards in place with basic information on each aircraft
- Equipment Air Supply standardized with new equipment for each Bay
- New Trial Ergonomic Chair added to the PODs
- i-Pad Refreshed with larger Screens, New Units
- Trial additional Screens added to Bay 5 Comp Workstation
- Standard Cable track Fall Arrest Order Bay 1, 2
- Endorsement Training Ongoing: Q400s completed; CRJ900 and EMB Ongoing
 - ◆ Confined Space Awareness
 - ◆ Boom lift
 - ◆ Forklift
 - ◆ Wire laser printer
 - ◆ Tow training on all platforms
 - ◆ Painting
 - ◆ Go-Go Wi-Fi
 - ◆ New hire Orientation/10 day initial
- Ongoing Equipment procurement for E175
- Staff Target Numbers increased with significant OT offered during uplift period
- NR Parts Station Standardized through CIF teamwork
- Overhead Fuel Ventilation System approved, and contractor engaged
- Fuel Tank Entry Cart improved
- Composite Cart Improved
- Thrust Reverser Cart procurement underway
- Increased and Upgraded Power Station Ordered
- Ongoing Crew Chief Meetings to engage and seek input for improvements

- We were 45% over our labour plan a year ago, now we are about 30% over. There is some improvement, but we still need to work on our productivity numbers. From a planning perspective, apprentices although not fully experienced, are viewed as being fully productive after 6 months.
- Kal reported that productivity on the floor is where we need to focus. The reality is that we are in a business which expects 83-87% productivity to be in line with the MRO market. We are currently not close to that. We need to focus on the controllable tasks and Open/Close, the NRs are something that are uncontrollable. The struggle is understanding why the controllable tasks have hockey-sticked in the past two years.
- Productivity will continue to be monitored.
- **September 14, 2023: Steve reported that we are doing pre and post heavy check meetings where Crew Chiefs can give feedback on what went well and what didn't.**
- **Kal said that one of the basic roles of the Crew Chief is as oversight of production. As such, if a CC sees a task going long, they are expected to report it to the supervisor right away to help the operation. This is regardless if Production Control has made an inquiry on the length of the task.**
- **The Union said that the system captures any tasks going long and readily visible. People have reported issues they have identified, but if they don't see any action taken on items that they identify, they will stop identifying the issues they see.**
- **OPEN**

5) Health and Safety Training - OPEN

- The H&S Co-Chair has not received the Basic H&S training required to accomplish his OSH responsibilities.
- ACTION: Suzanne will follow up.
- May 25, 2023: A new online training module will be available by September 2023.
- **September 14, 2023: The training module is completed and it has been reviewed and accepted. So now they need translation and loading into the system and will require six to eight weeks to complete.**
- **OPEN**

6) Seniority List Information - OPEN

- Tim identified that there is information missing on the seniority list and will provide Kal examples of previous list data compared to information currently receiving.
- ACTION: Kal will follow up with the Admin Department on the Seniority list information.
- May 25, 2023: Ongoing
- **September 14, 2023: Sarah Lively is taking over the seniority list. Tim and Don will meet with her to review the information required for maintaining the list accurately.**
- **OPEN**

8) Endorsement Course Plan - OPEN

- The Union stated that there still is not an endorsement training schedule posted.
- Kal reported that we are on hold due to our application to Transport Canada on our ability to do remote endorsement courses in house. The expectation is that we will be approved and will be able to have the 2023 schedule done by the next quarter.
- May 25, 2023: We will have 2024 plotted before the shift schedule goes up in September. From a JTS perspective, we are finding that people are refusing endorsement courses.
- Tim said that part of the course issue is that they are announced at the last minute and people have plans, which is why we need the training schedule. The Union recognizes that there is an expectation that people would take endorsement training offered because we require 40% of the licensed members fully endorsed to make JTS work.

- Kal reported that by August 2023 we will have a full schedule for 16 months, ending December 31 2024, with enough slots for JTS to reach the 40% fully endorsed. These courses will be done remotely. Transport Canada has approved remote training until August 2024.
- We have our own online training certification and the required equipment is coming in hopes of having our first in-house course in September.
- **September 14, 2023: The Company was planning to start doing the in house remote learning endorsement courses, but the needed equipment did not arrive on time. The upcoming course will be an in-person Embraer course.**
- **The next course is planned to be a remote learning course for RJ-900 before the end of the year if the required equipment arrives. The alternative would be an in person course in Toronto.**
- **The training schedule will be finalized shortly after shift bids but before vacation bids.**
- **OPEN**

13) Taxi/Run-Up & D/A Training Plan - OPEN

- The Union highlighted that we will have many members expiring soon on Taxi/Run-Up and D/As. What are the training plans?
- Kal said that there are opportunities to hold planes for training during the changeover of aircraft type which normally happens in the middle of the month but of course we have to be on time or we lose those days working the aircraft. In addition if aircraft are brought in early and are sitting then there is the avenue to carry out such training.
- Brad reported that for D/As he will be looking at how many he needs in each area. For Taxi/Run-Up he will be mapping out expiry dates and what the requirements will be by crew.
- May 25, 2023: Brad said that in Feb, March and April we were able to utilize simulator time in Toronto on all types. We are getting more trainers to help with initial and recurrent Taxi/Run-Up training. We are also actively doing D/A training.
- **September 14, 2023: Brad reported that JTS is forecasting when people are going to expire in Taxi/Run-Up and D/A and it is reviewed monthly to stay focused on the training. We are still working on getting more trainers, but there has been a definite improvement in the amount of training being conducted.**
- **Action: Brad will supply a full training plan at the next UMHQ.**
- **OPEN**

<i>NEW ITEMS FOR SEPTEMBER 14, 2023</i>

1) New – PAL Impact on Jazz Schedule

- **September 14, 2023: Air Canada has contracted PAL under a short term bridging agreement to do some of the Atlantic routes. The schedule does not reflect any changes to the Line Maintenance operation in Halifax but there is only a month and half notice on schedule changes. Should there be an impact in the future, the Company and the Union would discuss at that time.**
- **OPEN**

2) Wi-Fi Entertainment and Dream Interior Scope Work

- **September 14, 2023: On the jets, there is a warranty issue with the new Intelsat Wi-Fi entertainment system where the provider says that they would not warranty the product unless they installed it on our aircraft. Even if we wanted to do this, we don't have the space to do it. It would take up a bay for an inefficient line.**

- The Union said that we have the ability and skill set to do it the work at JTS. The Company committed to reviewing our ability to become a certified installer.
- The refurbishment work is now coming to JTS to reskin all of the interiors for the Air Canada Dream Cabin project. The bins will be expanded, but we will remove and send out. We have gone back to AC to separate this project into pieces so that we can integrate the re-skinning the aircraft during C-checks prior to the Jan 2025 commencement date.
- Transport Canada will have to certify the first one we complete, then after that they will just keep flowing.
- For 2025 we aren't going to change the dock line, but as we come closer to AC making decisions we will have to see how we can manage the work we are getting.
- OPEN

3) Large Carbon Repair Plan (Rudders, belly panels, etc.) OPEN

- September 14, 2023: The Union reports that we have the skill set to do carbon repairs, but we lack the equipment to do any large pieces like the Embraer belly panels and rudder.
- The Company suggested that a business case needs to be made to get approval for this sort of equipment using the LOU 22 in the Line contract as a guide. The investment of new equipment would be weighed against the cost of using a third part.
- OPEN

Next UMHQ: January 25, 2024

Signed this day September 14, 2023:

For JTS

For Unifor 2002

Kal Rebin
VP Maintenance/Engineering

Zoltan Czippel
Unifor National Staff Rep

Steve Tully
Director, MRO & Real Estate

Tim Way
Unifor Bargaining Chair, JTS

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Suzanne Asseff
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